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CITY OF FREMONT  
FREMONT, CALIFORNIA

PHASE II DIAGNOSTIC APPRAISAL (DEVELOPMENT ORGANIZATION)  
COMMUNITY DEVELOPMENT DEPARTMENT

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*no sig.*

Management Analysis Division  
Work Planning and Performance Monitoring System Project  
Management Services Department  
February 24, 1975

*Housing Reg. Fremont  
Land Util. "  
City planning "*





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MANAGEMENT SERVICES DEPARTMENT

## RESEARCH REPORT

REPORT NO.

75-4

CMO FILE NO.

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DATE

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PAGE OF

1 of 3

CITY MANAGER

TRANSMITTAL OF DEVELOPMENT ORGANIZATION REPORT

### BACKGROUND

The Management Analysis Division is pleased to submit a Phase II Diagnostic Appraisal for the Community Development Department. This report is an intensive analysis of the Development Organization and it was prompted by recommendations contained in the Phase I Diagnostic Appraisal of the Community Development Department that concentrated on the Planning portions of that department.

This report is presented in three sections:

- Section I reviews current operations in the Development Organization and touches on the background, supervision, staffing, and processing of applications in the D.O.
- Section II reviews the Management Analysis Division Findings and gives thirteen recommendations concerning "Opportunities for Improvement".
- Section III looks at four alternative courses of action for the D.O. It recommends reorganizing the D.O. so it can become the "one stop shop" it was originally intended to be.

### MAJOR FINDINGS

The major findings of this study which top management needs to consider are:

- The Development Organization has not become the "one stop shop" it was envisioned to be. There are a number of reasons for this:
  - The D.O. is a secondary concern in the process of land development as a whole. If any land use determinations are involved, a project goes through the zoning section of Current Planning before coming to the D.O. Consequently, the D.O. becomes the final City reviewing agency rather than the "one stop shop" expeditor of development proposals.
  - Managerial leadership for the D.O. has been delegated to primarily the lowest operating level. As a consequence, the D.O. concept as being the "lead" or "expediting agency" has not developed. Rather than being an expeditor, the D.O. is a processor.
  - The D.O. process is complex and is not easily understood by the non-professional developer.
  - The project reporting and communications network between the D.O. staff and their parent departments has not been adequately formalized.
- If the D.O. is not reorganized to become the "one stop shop", the purpose of



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preliminary D.O. review should be assessed. In an analysis of data that was available, the following was the case:

- The median time for completing submittals that started the D.O. process with preliminary review was twelve (12) weeks.
- The median time for processing D.O. applications that did not go through preliminary review but were only initiated as final reviews took six weeks.
- The Building Inspection representative to the D.O. should be a qualified plan checker. It was found that 90% of the Senior Building Inspector's time is spent in plan review for the D.O. This is rather interesting due to the fact the Senior Building Inspector is a referral staff member of the D.O. and is not primarily assigned to it.
- D.O. submittals have fallen from a high of 142 in 1970 to 70 in 1974, a decrease of 51%.
- It takes approximately 25+ staff hours to review a "Major D.O. Review with Streets" and 11+ staff hours for a "Minor D.O. Review" and a "D.O. Review without Streets".

#### MANAGEMENT CONSIDERATION

This report analyzes four alternatives to the D.O.:

1. Transferring it to Building Inspection.
2. Maintaining it as it is.
3. Dismantling it.
4. Reorganizing it be a viable "one stop shop".

The recommendation is the fourth one, reorganizing it to be the "DO" organization. If this alternative is selected, it means a number of things:

- The D.O. would be the lead agency in the land development process. It would be involved with projects from their initial land use considerations to their finish.
- The D.O. would become a prestigious agency expediting and trouble-shooting development proposals.
- A Development Organization Administrator would need to be appointed. This should be a management position given project authority to act across all departmental lines. The appointee should have excellent public relations skills and be able to balance and protect all competing development interests.

If this alternative is adopted, preliminary reviews would become more important as the D.O. would then be involved in land use considerations. However, if this alternative is not adopted, and the D.O. is continued as a processing rather than an expediting agency, then Preliminary D.O. Review should be evaluated as previously stated.

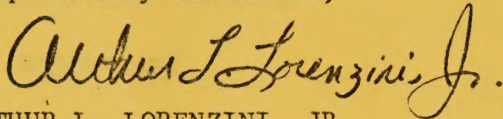




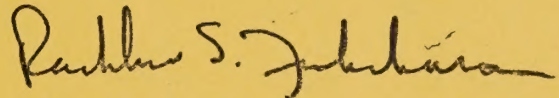
RECOMMENDATION

1. Receive Report.
2. Adopt Alternative 4, Reorganizing the Development Organization, as outlined on pages 17 through 19 of this report.

Respectfully submitted,



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Attach.

cc: Management Services Director  
Community Development Director  
Public Services Director  
Chief Planner  
Senior Planners (2)  
Chief Building Official, Acting  
Assistant City Engineer





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# I

## OPERATIONS PROFILE

### BACKGROUND

The Development Organization was instituted as an improvement of the former Site Planning and Architectural Approval Agency (SPAAA), coordinated by the Chief Building Official. The purpose for creating the organization was to improve inter-departmental processing of development proposals by centralizing the staff members in a special organization. This body was intended to provide more efficient processing of development proposals by eliminating the need for an applicant to pursue projects through the myriad of affected City departments by grouping representatives of these offices into a single location. The intention was to unify the information and processing source.

The Development Organization was officially recognized by City Ordinance, which specified the composition and the function of the organization. The staff members of the Development Organization include the following: two members from the Community Development Department (one representative each from the Current Planning and Building Inspection Division); two members from the Public Services Department (one representative each from the Engineering and Parks Division); and one member from the Fire Department.

The Zoning Ordinance designates the Development Organization as the agency responsible for site plan and architectural approval, which is required for the following uses:

1. Any use requiring site plan and/or architectural approval in the district regulations and all planned district uses except the detached single family residences.
2. Any use requiring a conditional use permit.
3. Buildings moved into or within the City.
4. Refuse and waste areas.
5. Public and semi-public swimming pools.
6. Signs.

Generally, site plan and architectural approval is considered for all uses except single family detached dwelling units and for major subdivisions. (Refer to Exhibit 1 for a list of the districts.)

### SUPERVISION

The Development Organization is structured as a subunit of the Current Planning Division within the Community Development Department. Using the present organization





structure the most direct level of management control of the DO staff begins with the division head of Current Planning, a Senior Planner. The next higher level of management is the Chief Planner, who is responsible for the operation of the two planning divisions. Executive department management is exercised by the Community Development Director.

The Development Organization Supervisor (DOS) is the Senior Planner. The original supervisor, who established the DO operating procedures at its inception, took responsibility for leading the DO group and personally insured that projects progressed. Over the years the active participation of the DOS in expediting the City responses has decreased. The present supervisor inherited a working system which he has not changed. And he does not take an active role in shepherding projects through the functional areas of the City organization. The project monitoring role has been delegated to the DO Coordinator. The Senior Planner reviews the status of submittals and insures that the priorities are maintained. He checks for projects which are exceptional or have been delayed, rather than overseeing the day-to-day operations in the DO. Because the Development Organization has existed for a time, its niche in the City organization is delineated and the processing routine is established. The staff members work from the standing system rather than from guidelines enforced by the supervisor. The Senior Planner does not conduct regularly scheduled staff meetings or project briefings.

In the case of Current Planning agenda items the Senior Planner makes project assignments after the application is received and packaged in a file by supporting staff, however DO submittals are received by the DOC, and the Senior Planner becomes aware of the DO workload after the plans have been routed and assigned to the technical staff. The communication vehicle is the weekly status list.

#### FUNCTIONAL STAFFING

The present membership of the DO staff consists of the following positions: Senior Planner, Development Organization Supervisor; Associate Planner, DO Planner (DOP); Associate Civil Engineer, DO Engineer (DOE); Building Inspector, DO Building Inspector (DOBI) and DO Coordinator (DOC); Associate Landscape Architect; and Fire Marshal. The first four members have positions in Current Planning, the latter two remain in their parent organizations, Parks Design and the Fire Department respectively. (Refer to Exhibits 2 and 3 for an organization chart and staff positions.)

The DO Planner is responsible for reviewing projects for conformance with site plan requirements. The DOP uses two specifications checklists to perform his duties: one for non-residential developments (commercial and industrial) and one for residential developments, (See Exhibit 4.). The DO Planner's work can be most directly evaluated by the supervisor because they share the same profession, urban planning, and by position the senior is considered the more expert. In addition to providing public counter information and answering telephone inquiries (half-time obligation), the DOP has been assigned regular Current Planning agenda items, agricultural preserves, and serves as Secretary to the Historical Architectural Review Board (HARB).

The DO Engineer reviews applications requiring site plan and architectural approval for conformance with public works standards, especially pertaining to the public right-of-way. The primary technical function of this position is to administer





the Street Improvements Ordinance. This ordinance is within the purview of the Engineering Division of the Public Services Agency, and the DOE is on loan from this organization. The Engineer communicates and receives technical direction and guidance from Public Services, and assignment to the DO is treated as a temporary inconvenience in an engineer's career. engineer.

The DO member from the Building Inspection Division serves a dual capacity in the Development Organization. One role is the representative of his parent organization, the DO Building Inspector; the second is the DO Coordinator. The DOBI/DOC is responsible for providing public information and receiving complete DO submittals. He distributes the plans and coordinates the processing through the DO staff and parent organizations. In a sense, the DOC is the administrator of the DO because he prepares correspondence and the DO project status reports. The DOBI issues building permits and assesses and collects the DO and associated City fees, however the DOBI is not qualified to perform structural plan checks, and this review is entirely referred to the Plan Review Section headed by the Chief Building Official. Additionally, the DOBI/DOC is responsible for maintaining the street address system in keeping with the guidelines established by the Alameda County Grid System, and for communicating with Engineering on street construction and Current Planning for street namings. Unlike the other members of the Development Organization staff, the Building Inspector assignment to the DO has not been rotated to others in the parent division.

The Landscape Architect and the Fire Marshal assigned to the DO are not stationed in the DO office. They remain in their parent organizations and all plans are referred to them for their comments. The landscape plan is checked to determine the adequacy of the landscaping on the unoccupied and unpaved areas. The submittal is also checked to insure that the grounds are maintained by an automatic sprinkler system, and that street trees are provided in accordance with the City Ordinance. The landscape plan is also subject to onsite inspections performed by both the Associate and Assistant Landscape Architects.

The Fire Marshal administers national, state, and city safety codes pertaining to fire protective appliances and panic safety devices. The Marshal is assisted with site plan inspections by a Battalion Chief from the Suppression Division, who is primarily concerned that provisions for fire equipment access and fire hydrant availability are acceptably met.

#### APPLICATION PROCESSING

The purpose of the DO is to provide a central communication link between the development community and the City departments. The product of DO review is the issuance of a building permit. Application processing may occur in four stages: (1) pre-planning information consultation, and exploratory and explanation conferences; (2) preliminary plan submittal and review; (3) final plan submittal and analysis; and (4) approval.

The two formal review procedures (preliminary and final) are explained below. However, the requirement for submitting preliminary reviews is not mandatory, and theoretically proposals should process quicker when the "bugs" are ironed out in the preliminary stages.





## Development Organization Application Processing

### RESPONSIBILITY

### ACTION

#### PRE-PLANNING STAGE

Developer

Discuss proposal with DO staff to learn City requirements and feasibility of the proposal.

DOC/DOP

Insure that the land use designation is appropriate. If not, refer potential applicant to Current Planning.

Developer

Design preliminary plan.

#### PRELIMINARY STAGE

Developer

Submit preliminary plan to the DO, fulfilling the instructions stated on the Community Development Department Fact Sheet No. 1, Development Organization Plan Submittal Requirements. (See Exhibit 5.)

DOC

Insure that submittal is complete. (See procedure and flow chart, Exhibit 16.)

DOC

Number the DO submittal and record it in the binder log (Exhibit 6) and on the current status sheet. (Exhibit 7). Pull or establish the building permit file.

DOC

Review plans and distribute copies using the Development Organization Application Record (Exhibit 8) to the following:

- . Parks Design.
- . Fire Marshal
- . Building Inspection, Plan Check.
- . DO Engineer and DO Planner (refers plan to Urban Design).

DOC

Notify the following agencies of concern:

- . Alameda County Flood Control District
- . Alameda County Water District
- . Pacific Gas and Electric Company
- . Pacific Telephone and Telegraph Company
- . Union Sanitary District
- . Main Post Office
- . Fremont Cable TV
- . Alameda County Health Department (if applicable)
- . Fremont Unified School District (if development will effect the district's facilities).
- . Health Department





## II

### FINDINGS AND OPPORTUNITIES FOR IMPROVEMENT

The Development Organization was created to coordinate and expedite the City's handling of private development proposals. However, the cohesiveness of the DO response and its ability to perform as a project organization crossing functional departmental lines has not solidified. Analysis indicates that the DO has not become the prestigious City agency it was intended to become. Several organizational characteristics limit the scope of operations and inhibit the progress of development proposals through the City processes. As indicated in the WPPMS Phase I report for the Community Development Department (December, 1974), standards for output performance have not been established, and the accountability for both staff resources and project completion are not systematically monitored throughout the Department. Major findings and opportunities for improvement subject to the operations of the Development Organization are presented below.

#### DEVELOPMENT ORGANIZATION RECORDS MANAGEMENT

The DOC maintains the project monitoring system that is published weekly on the Current Submittal and Status Form and on the Development Organization Status of Submittal Form. These forms record the active and holding submittals and indicate the activities of the DO staff by day of the week according to plans received, plans processed, and plans pending action by the DO staff or the applicant. This summary report of productive and outstanding projects is distributed to the City Manager, the DO Supervisor, the DO staff parent organizations, the Finance Department, and the Argus newspaper. The status report is a well conceived project management information tool. (See Exhibit 7.)

However, this status report has been used to justify the omission of the core DO staff members from the Monthly Departmental Work Unit Lists. No city-wide administrative procedure has been formulated to standardize or regulate the use of the work list, and this should be done to add uniformity to city-wide reports, and to insure that all significant program activities are accounted.

The Senior Clerk Typist records all DO submittals chronologically by the date received on the Development Organization Site Plan Status Log. These forms are maintained in a three-ring binder convenient to the public counter, (See Exhibit 6). This form indicates the DO number, the address (and building permit number, if available); spaces are provided for the dates of submittal and return for the preliminary review, the dates of submittal and approval for the final review; spaces are also provided for miscellaneous information and the date of the building permit issuance. The dates related to the preliminary and final review are not conscientiously completed. Without accurate records it is difficult to determine the City processing days and the time spent by the applicant preparing the final plan after the preliminary review. Without this information analysis to obtain time standards for City responses is incomplete, furthermore it is difficult to refute claims that the City does not process site plans in a timely manner. A short coming of the DO submittal log is that it does not record the time spent by the developer responding to City requirements while a review is underway, and the time spent by external agency review, which can put





projects on hold or delay until a release is granted. This time is outside the control of the City.

RECOMMENDATION 1. WRITE AND ESTABLISH THE PROCEDURE FOR FULLY COMPLETING THE DO SUBMITTAL LOG ENTRIES. Close out dates for City responses must be maintained if the DO is to achieve a degree of project accountability.

RECOMMENDATION 2. USE THE APPLICATION TRACKER, DEPARTMENTAL OPERATING INSTRUCTIONS. The Departmental Operating Instruction (CDD DOI '3.1) initiating the Application Tracker will provide project "biographies" for all DO submittals. The form will document all processing actions taken to include delays and routing of the site plans. (See Exhibit 9.)

#### WORK DISTRIBUTION, STAFF RESOURCES, AND PROJECT COST ACCOUNTING

The historical summary of inputs and outputs displayed in Exhibit 10 reveals that there is no significant seasonal fluctuation in either DO submittals received or approved. The most significant five year trend is the 50% decline in DO submittals, from 142 in 1970 to 70 submittals for 1974. During this period the staff in the DO has been reduced by one position, the Assistant DO Engineer.

During the WPPMS operations profile study of the Community Development Department, daily activity logs were maintained by the entire staff for a two week period beginning in late November and ending in early December, 1974. The work measurement data has been compiled for the three core members of the DO staff, the Engineer, the Building Inspector, and Planner. Preliminary analysis indicates that a high percentage (50%+) of staff time is devoted to reviewing the DO caseload. The DO Engineer has stated that all of his efforts are devoted to DO projects. As expected the DO Planner is identified with a high involvement in general Current Planning tasks, clearly the DOP is the least concentrated in DO work. The DOC/DOBI has not allotted a high percentage of time to administration and coordination activities and it would appear that he is more involved with the technical DO processes than his position warrants. While one of the technical positions (Assistant Engineer) has been removed from the DO, it would appear from the declining workload information that further personnel reallocations may be advisable. The work distribution chart for the DO core staff is presented in Exhibit 11.

#### DO FEE STRUCTURE

All personnel in the Planning Divisions of the Community Development Department and selected individuals from other departments (Engineering and the Fire Department) have been recording the hours spent on specific development projects. This input is computed in an unsophisticated management information service report that is generated at the end of each pay period. The purpose for documenting City incurred cost in the review of development applications is to justify the fees that are charged. Analysis of the records for DO projects indicates that they are not accounted for distinctly; that is projects have been listed in more than one category. The DO categories are: review with streets, review without streets, minor review, and sign reviews. Determining review costs and staff time is difficult due to the confusion of multiple listings. Another reporting inaccuracy arises





from the omission of the staff resources for landscape and construction plan checks. While separate fees are paid for these program activities, it would appear beneficial to account for the total time spent on DO review to develop "average" time standards for City processing.

It should be noted that although a fee is charged for site plan and architectural approval, there are additional fees for separate elements of the DO review. These include fees for landscape plan check and inspection, for building permits, for construction (structural) plan checks, for HARB (if necessary), park dedication, street trees, encroachment permits and for contractors business tax. These fees are consolidated and assessed by the DOC.

A recommendation has been forwarded from the Engineering Division to lower the DO review fee for submittal with street improvements. This proposal is based on the concept that requiring land dedication and curb, gutter, sidewalk, etc., is an adequate burden on the developer and this dedication cost is a public benefit. The developer should not have to pay for the administration of the City requirements. The other side of the argument would be that the street improvements ordinance should be applied fairly to all. Furthermore, the City residents should not have to bear the costs of private development. The recommendation from Engineering has been proposed for amendment to the City Master Fee Resolution (CMR 218).

The data presented in Exhibit 12 indicates that DO fees more than cover the personnel costs, exclusive of City overhead. It must be remembered that this was the first year for calculating this information and the first quarter information was recorded on a "trial" basis. Inaccuracies exist, especially in the raw input time allocations submitted by the department staff per project. Caution should be exercised interpreting the data because of the limitations of the sample size. It should also be noted that the figures presented are confined to submittals initiated and completed during the first eleven months of 1974 only.

The data presented in Exhibit 13 provides the total staff time expenditures and salary costs for the total Development Organization review activities for the 11 month period, January to November, 1974.

Extrapolating the data for the year indicates that little more than one person year is expended in DO submittal processing. The remainder of the staff time is allocated to other activities.

#### LAND USE DETERMINATIONS AND INCREMENTAL PROCESSING

Before plans are submitted to the Development Organization, the proposed use is verified for conformance with the general plan and the zoning map. If the proposed use is in conflict with the designated land use, the applicant is referred to the Current Planning Division. Only if the proposal is a principal permitted use is it immediately assigned to the DO.





The one-stop shop concept of the Development Organization is inoperative where the land use needs to be decided, because the DO Planner is not involved in modifying the land use. In these situations where the land use is considered first by Current Planning, the Development Organization becomes the final City reviewing agency rather than expediting development proposals. To attain a degree of project continuity, the project planner could retain project responsibility and process it through the subsequent DO review, then the Development Organization would fulfill an increased coordination role.

A similar incremental approach occurs for the engineering inputs to land development. The Engineering Division of the Public Services Agency has become the principal processor of Minor Subdivisions. If Development Organization review is required at the completion of a minor subdivision, the project responsibility is transferred to the DO Engineer for completion. He must interface with the parent organization to learn the history of the project.

When the land use is considered prior to DO processing, the project is handed down to the DO, limiting its role in the total City land development procedure. Hence, the DO takes a secondary role rather than being the "lead" or out front City agency expediting development.

RECOMMENDATION 3. MAKE THE DEVELOPMENT ORGANIZATION THE LEAD ORGANIZATION IN THE DEVELOPMENT PROCESS. In order for the DO to take a comprehensive coordination role in the development, it should be involved with the land use determination. The DO role would be to refer projects to the technical staff and become involved in the process from start to finish. This continuity would provide ongoing project coordination and familiarity, as well as establish the DO as a lead agency.

The DO should enlarge its operation to include staff flexibility. In the case of a referral for land use considerations (i.e., rezoning, conditional use permit, variance, etc.) the project planner and engineer would become temporary members of the DO as far as that project assignment was concerned. The core DO team would be responsible for administering principle permitted use submittals. The present inflexibility of the staffing assignments to the DO is a matter of frustration for the DO supervisor, which could be alleviated through revolving staff controls.

RECOMMENDATION 4. ASSESS THE PURPOSE OF THE PRELIMINARY DO REVIEW. The data recorded in the DO submittal log is summarized in Exhibit 14. The available processing records indicate that preliminary reviews do not reduce the time spent in the City processes, as DO submittals initiated final appear to be approved in fewer weeks. The preliminary review does not include the time consuming review of the structural plan. No construction plan is required in the submittal, and for this reason, the DO referral to Building Inspection should be avoided in the preliminary review.

The pre-application conference or consultation should provide the developer with knowledge of the City's requirements. If the DO takes a leading role in the land use determination the preliminary review should be enforced in order that early staff considerations can be discussed on a formal submittal. This procedure would be similar to plat processing in Current Planning.





## DISCRETIONARY ADMINISTRATION OF THE DEVELOPMENT REGULATIONS

The jurisdictional concerns of the Development Organization, as the site plan and architectural approval agency, are specified in the Zoning Ordinance. Using a general statement, site plan and architectural approval is required for all conditional uses (in residential districts), for all uses in commercial and industrial districts, for moved buildings, for refuse and waste areas, for public and semi-public swimming pools, and for signs. A strict interpretation of the ordinance would require DO review for all these uses.

In practice, the Development Organization does not become involved in all instances. Three exceptions are described below:

- When a conditional use permit is issued and no building permits are required, the condition of DO review is often bypassed. The applicant never returns for the review and there is no analysis for possible City requirements (i.e., street improvements). This is an enforcement problem, that has not been addressed by the one City Zoning Enforcement Officer, and the planners do not pursue police powers.

RECOMMENDATION 5. CLARIFY THE DO PROCESS REQUIREMENTS. The need for DO review should be clarified, with amendment to the ordinance and/or the issue of a policy explaining when DO review is necessitated. Discussions in the Community Development Department have proposed zoning text changes which would increase the number of principal permitted uses and would decrease the number of conditional uses. If these amendments are adopted the number of initial assignments to the DO could increase and additional workload would be expected, probably necessitating some staff adjustments.

- Business enterprises are required to pay the City business taxes. When new business pay the fee, they are requested, but not required to obtain a zoning clearance. A Zoning Clearance Application, Form No. 1003 or 1005, (Exhibit 15) routed to the Building Inspection Division. Whether the zoning clearance is approved, approved subject to conditions, or denied, the applicant pays the fee and can open for business. It is extremely rare for a business to open after being denied, but it could happen, and the violation may or may not be abated. The Revenue and Taxation Division collects the City fees, but does not pursue enforcement or police powers. The Zoning Enforcement Officer would be a logical choice for enforcing the Zoning Ordinance.
- By City ordinance all commercial uses are required to obtain site plan architectural approval, and strictly interpreted, it would appear that Development Organization review will be required for all zoning clearances. When referrals are received from Revenue and Taxation at the public counter, the Building Inspector is responsible for determining the zoning designation. If the use is changing or a new use is proposed a "mini" Development Organization review may occur at the discretion of the Building Inspection Division. This review could occur internally within the division, or members of the Development Organization





may be included in the review to pick up possible technical considerations. Personnel in Building Inspection do not think that the minor Development Organization review fee of \$150 is warranted for this process. The Community Development Director has instructed a Senior Building Inspector to consider this issue fully and formulate a recommendation consistent with City policy.

#### DEVELOPMENT ORGANIZATION COORDINATION

The Development Organization uses parallel processing to expedite plan reviews by dividing the work functionally and proceeding in concert. The Development Organization Coordinator receives the submittal and distributes copies for simultaneous review by the Development Organization Planner, Development Organization Engineer, Landscape Architect, Fire Marshal and Senior Building Inspector. Further, referrals can extend this network to include the Urban Design section and outside agencies. Coordination is necessary to avoid conflicts in annotating the plans (i.e., fire hydrants can't be placed in the middle of curb cuts). Communication is also needed to prevent the impro-  
ductive review of plans that will be significantly revised, because of the considerations of one analysis.

For instance if the siting of the buildings is under negotiation, modifications will affect all the other reviews. The Senior Building Inspection performs detailed structural specifications checks which could be irrelevant due to the revision of the plans. The Development Organization Engineer can not formulate street improvement requirements on a street plan that is subject to change. The following recommendations are suggested to facilitate Development Organization Coordination and eliminate wasted efforts.

RECOMMENDATION 6. THE SUPERVISOR OF THE DEVELOPMENT ORGANIZATION SHOULD ISSUE PROJECT ASSIGNMENTS. Development Organization submittals are presently received by the Development Coordinator, and he subsequently starts project review prior to an acknowledgement of the project by the Current Planning Division head. This procedure should be changed to require that the division head be made aware of submittals as they are accepted and he should assign the project to the staff.

RECOMMENDATION 7. REQUIRE DEVELOPMENT ORGANIZATION STAFF BRIEFINGS. The opportunities for parallel processing must be planned and monitored to insure the ongoing review will not be ineffectual or unwarranted. Meetings should be held with the Development Organization staff, so projects can be discussed to determine the technical problems that would inhibit or should prohibit review. These briefings would be used to decide if a sequential processing mode would be more appropriate; especially if a special, singular difficulty arose.

Another reason for conducting submittal briefings would be to negotiate a feasible review schedule with target dates for responding to the client. The Fire Marshal has proposed an operations objective in the FY 75/76 department budget to complete plan check reviews in forty hours, one work week. The question of response time is being addressed individually, however the entire Development Organization staff should take





the example of the Fire Department and provide measureable objectives for project accountability.

#### THE STATUS OF URBAN DESIGN

The department executive head has directed that all projects processed by the Development Organization will be subject to review by the Assistant Planner responsible for Urban Design and Architecture. This administrative policy requires the DOP to refer all plans to the Urban Design section. This qualitative review may increase the processing time if substantial modifications are requested and required for Development Organization approval.

The capacity of the urban designer has not been determined, and if heavy demands are made for Development Organization review and Current Planning review, he could become overloaded. If this happened the review could be skipped, handled by someone else, or the entire Development Organization review could be delayed due to the backlog.

#### RECOMMENDATION 8. DETERMINE THE APPLICABILITY OF URBAN DESIGN REVIEW IN THE DO PROCESS.

Urban design is a special field in the department and the section has remained dependent on the current planners for technical information concerning the City's Development Policies and Regulations. They should become knowledgeable of the traditional planning requirements.

The WPPMS Phase I report indicated that ambiguities exist in respect to the urban design concept. The WPPMS staff recommended that goals, objectives, and review criteria for urban design evaluation needed clarification and written guidelines. If design review is to be included as a regular Development Organization referral function, it would be beneficial for the development community to be informed of the City's policy with clear directions as to what is acceptable and desirable, and what is not. This could be accomplished with the use of an Urban Design manual.

#### SUPPLEMENTARY FINDINGS

- The Development Organization staff fully understands that industrial and commercial projects receive the highest priority. In addition, the entire Community Development Department has been informed that all correspondence on large development projects should be referred to the City Manager's attention.
- Certain members of the Development Organization staff have expressed the concern that the City Manager can upset the normal processing of the Development Organization submittals by reordering project priorities. This indicates that the team spirit of the Development Organization as a total city processing effort has not been reinforced to accept project control and direction from the chief executive. This city team approach should be developed.
- The administrative procedures for the Development Organization have suffered from neglect. Consequently, the details of the Development Organization process have become internalized by the staff and get passed along verbally or through experience rather than being written and standardized in a reference manual.





RECOMMENDATION 9. PROVIDE WRITTEN DEPARTMENTAL OPERATING INSTRUCTIONS FOR THE DEVELOPMENT ORGANIZATION. The City of Fremont Administrative Regulation 10.1. Development Organization, has not been updated to reflect management changes in the Community Development Department. The reporting relationship should be changed to indicate the responsibilities of the Chief Planner.

The predecessor of the Development Organization, the Site Plan and Architectural Approval Agency (SPAAA) maintained a straight forward applicant's guide to the process and requirements. And the Development Organization formerly issued a staff procedure manual. The usefulness of these materials should be evaluated to provide supplementary information.

The issuance of a Departmental Operating Instruction should provide the guidelines for consistent Development Organization processing, and an applicant's guide would provide the developer with a clear overview of the process that would supplement the Development Organization Fact Sheet.

RECOMMENDATION 10. PROVIDE A FOLLOW UP PROCEDURE TO LEARN THE STATUS OF A DEVELOPMENT PROPOSAL.

There is limited, if any, City effort exerted to determine if a developer will proceed with a project after the preliminary Development Organization review has been completed. The posture has been to wait and see rather than to go looking for work. If the City does not follow up on the proposal, it will not know whether a project is developing, delayed, or whether it has been dropped, and the reasons why. The City should learn if the imposed requirements made a project unfeasible, and if any alternatives can be explored with the developer.

RECOMMENDATION 11. THE DEVELOPMENT ORGANIZATION REPRESENTATIVE FROM THE BUILDING INSPECTION DIVISION SHOULD BE A QUALIFIED PLAN CHECKER.

The Building Inspector assigned to the Development Organization assumes the dual role of representing his parent organization and of coordinating the Development Organization process. Because of this responsibility, he has expressed concern that the position should be raised in status with a commensurate salary increase. The work load and productivity of the DOC/DOBI is questioned by the Building Inspection Division. The management of the parent organization does not believe that Development Organization work is a full time job and with the present trend of declining submittals slack is expected.

Another concern of the management is the independence of the DOBI. Although the B.I. Division must provide back-up for the position, they do not control his personnel actions, because of his assignment to Current Planning.

If the DOBI was a qualified construction plan checker, his utility would be increased and less referrals would be required.

If more assertive supervision was exercised, the role of the DOC could be eliminated; and a more forceful project authority would be established. This is desirable, and this change would free the DOBI from many administrative duties.





RECOMMENDATION 12. UNIFY AND FORMALIZE THE COMMUNICATIONS OCCURRING BETWEEN THE CITY AND THE APPLICANT.

During the period between the preliminary and final review and while the latter is in progress, communication can be exchanged between the developer and an individual DO staff member or the parent departments. This correspondence usually occurs with Engineering and Building Inspection; and more recently with Urban Design. The purpose of these consultations is to resolve problems, but "working around the system" can cultivate conflicting information where the Development Organization group is not kept up to date. To keep everyone informed, the Community Development Director has instructed the Development Organization staff to channel correspondence with the applicant through the coordinator. Also, a procedure has been initiated to place records (memos) of all development discussions in the project file.

RECOMMENDATION 13. IMPLEMENT THE DEPARTMENTAL OPERATIVE INSTRUCTION FOR PROJECT AND COUNTER APPLICATION PROCEDURES.

City staff members have commented that the Development Organization planning review has not been as thorough as expected, and the information provided has suffered from inaccuracies. The Community Development Department has taken some initiative in correcting this situation by implementing the WPPMS recommendation to establish application checklists, application packages, and a Departmental Operating Instruction (3.2) for project application procedures. Use of the three application checklists (Development Items and Fees, Physical Development Requirements, and Required Documents Matrix) should eliminate the dissemination of inaccurate and incomplete information.

III

CONCLUSION

There are several alternatives determining the future status of the Development Organization. These include the following:

- . Transfer the Development Organization from the Current Planning to the Building Inspection Division.
- . Retain the Development Organization Status Quo.
- . Dismantle the Development Organization
- . Reorganize the Development Organization

The four alternatives are discussed below. The concluding recommendation is to implement reorganization.





ALTERNATIVE 1: TRANSFER THE DEVELOPMENT ORGANIZATION FROM CURRENT PLANNING TO THE BUILDING INSPECTION DIVISION.

DESCRIPTION: The WPPMS staff report, Phase I, diagnostic appraisal for the Planning Divisions of the Community Development Department was completed and recommendations were proposed to transfer the Development Organization from Current Planning to the Building Inspection Division because the process is construction oriented. If the objective of the Development Organization process remains the issuance of a building permit, the WPPMS recommendations are valid. These are summarized below:

1. The Chief Building Official should assume responsibility for Development Organization. The rationale for this recommendation was to provide managerial leadership and single focus project authority.
2. The Development Organization Coordinator should be retained. This position is the administrative arm of the Development Organization.
3. The Building Inspector assigned to the Development Organization should be a qualified plan checker. This recommendation was proposed to increase the technical capability of the Development Organization staff.

ADVANTAGES:

1. In a construction oriented process the CBO is the most logical choice for providing project control and responsibility.
2. The senior management position would provide necessary status, authority, and leadership.
3. The Development Organization would be equipped with construction plan checking capabilities that would eliminate most referrals to the structural plan reviewer.
4. The DOBI/DOC would be administratively controlled by his parent organization.

DISADVANTAGES:

1. At the present time a Senior Building Inspector is serving as acting Chief Building Official. Additional duties would over burden this position. The alternatives should be delayed until a Chief Building Official is appointed.
2. The land use determination would still precede the Development Organization processing, maintaining an incremental process.

ALTERNATIVE 2: RETAIN THE DEVELOPMENT ORGANIZATION STATUS QUO.

DESCRIPTION: The Development Organization staff would remain as it is, however, the performance could be improved. The findings and methods improvements for the Development Organization have been explained in the preceding chapter. In summary they include the following:





1. Revise and reinforce the records management system for accuracy and completeness as an analytical tool and reference.
2. Work distribution and submittal trends indicate the Development Organization is a part time function. The non-Development Organization time should be controlled for productivity.
3. The Development Organization fee structure should be evaluated in terms of cost recovery and/or revenue potential.
4. The Development Organization function should be enlarged to include the coordination of the land use determination to truly make the Development Organization an one stop shop.
5. The Development Policies and Regulations should be modified to include Development Organization review when it is necessary.
6. The mutual concerns of the Development Organization group should be explored in a briefing before intensive project review begins.
7. Standard procedures should be implemented, that will provide complete and accurate information communication from and to Development Organization staff.
8. Urban design considerations, if warranted and desireable, should begin in the preliminary stages.

#### ADVANTAGES:

1. Accurate records would be maintained.
2. The Development Organization would coordinate the total land development process, providing continuity.
3. The Development Organization staff would be process oriented.
4. Staff conflicts would be resolved in the early stages.
5. Target dates for review completion would be established.

#### DISADVANTAGES:

1. The Current Planning Division head will be burdened with supervising the Development Organization project control and staff.

#### ALTERNATIVE 3: DISMANTLE THE DEVELOPMENT ORGANIZATION

DESCRIPTION: The Development Organization group could be disbanded and the staff members could return to their parent departments. Without the Development Organization a referral system would be necessary to organize development processing. The Develop-





ment Organization Coordinator could be retained to maintain the system. In practice this reflects the present system, because the Development Organization does not represent a cohesive work group.

#### ADVANTAGES:

1. The Development Organization office space could be used for other purposes.
2. The returned staff members would be responsible to active division control.

#### DISADVANTAGES:

1. The absence of the Development Organization group would permit the same situation as in most cities, where complaints run high about the amount of red tape involved and the conflicting misinformation provided.
2. No significant improvements to servicing the development community.

#### RECOMMENDED ACTION: ALTERNATIVE 4: REORGANIZE THE DEVELOPMENT ORGANIZATION

INTRODUCTION: Transferring the Development Organization to the Building Inspection Division (Alternative 1) is rejected because the orientation of the Development Organization should be directed to the primary issue of the land use and site plan. Maintaining the Development Organization as it is (Alternative 2) or dismantling it (Alternative 3) yield the same result, a below par operation.

In order for the City to encourage the best development possible, an improved development process must be implemented.

DESCRIPTION: This alternative explores the proposal to strengthen the Development Organization's role as an expeditor and processing agency. The Development Organization would function as the lead agency in promoting the land development process and it would be involved with coordination from start to finish. The core Development Organization staff would consist of the Division head of Current Planning, a Development Organization Administrator (DOA), a Planner, and an Engineer. The DO team would be rounded out with representatives from the Fire Department, Parks Design, and Building Inspection.

The Development Organization Administrator would report to the Current Planning Division head. The Development Organization Administrator would be held responsible for project coordination, and would be given the authority to enforce project priorities and the schedule for completing reviews across departmental lines. While the Development Organization representatives would be directly supervised by their respective parent departments, their primary work activity would be related to Development Organization submittals.

The Development Organization Administrator would need excellent public relations skills, and great facility with City operations. The Development Organization Administrator would be trusted to balance the interests of the City, the consumer,





and the development community. Along with the staff the Development Organization Administrator would actively pursue development proposals, and trouble shoot problems by working with the developer and within the City departments to provide acceptable alternatives, compromises, and solutions.

The distinction between this proposed organization and the present Development Organization is the regard for the developer. The developers must believe that there is a group inside the City making the system work for them, rather than "stone-walling" City requirements.

One means for facilitating the process would be to require the pre-application conference and preliminary review. The Development Organization team would meet to discuss the general idea and goals of a proposal with the potential applicant, and to inform the applicant of the City's requirements and procedures. This communication occurring prior to the final submittal should decrease the problems and conflicts that can result from the developer and the City staff operating on separate paths.

As noted in the WPPMS, Phase I Report, the Community Development Department has realized the value of the pre-application conference and is proposing changes to the Development Regulations that would enforce them. These should be implemented.

Because the Development Organization would take increased responsibility for spearheading the land development process, the Senior Planner would be better able to address the coordination role of the Development Organization. The Senior Planner's expertise lies more in the site plan preparation than the construction phase, and he is better equipped to monitor the former process.

The flexibility of shifting planners and engineers into and out of the Development Organization as projects progress and are completed will provide for the continuity of the staff involved, as no transition will be necessary between the Agenda Preparation section and the Development Organization. The Development Organization will handle the entire process without personnel changes or interruptions.

This recommendation incorporates elements of Alternative 2. The Development Organization can do the job and become the vehicle for technically expediting development submittals. The processing requirements and procedures discussed in Alternative 2 and Chapter II would go far in providing the necessary methods improvements within the staff functions.

The emphasis of the Development Organization should be to hold the City departments accountable for processing. The Development Organization would be a referral and information service with the authority to make processing demands interdepartmentally. The maintenance of the record keeping should be handled by a clerical position reporting to the Development Organization Administrator.

COSTS: The staff positions in the Development Organization would be retained, however, the position of Development Organization Administrator should not be merely a name change for the Development Organization Coordinator, as project authority will be placed on the position. The Development Organization Administrator should be a management position, reflecting the character of the assignment and responsibility. The person appointed Development Organization Administrator would be an additional position expense.





#### ADVANTAGES:

1. Development proposals would be pursued by a management level person.
2. Project priorities would be enforced.
3. The development community would be represented by proponents within the City system.
4. City processing would be facilitated because the departments would be held accountable by a central administrator.
5. Time standards for City plan checks will be established and enforced.
6. Target dates for review completion will be set and enforced.
7. Pre-application conferences and preliminary reviews will eliminate conflicts between the City and the developer, because problems will be ironed out early in the process.
8. The one-stop shop concept for the Development Organization will be realized.
9. The leadership in the Development Organization would be performed by the Development Organization Administrator, and the Senior Planner.

#### DISADVANTAGES:

1. The site plan and architectural approval processing would be primarily referred to the departments.
2. The representatives to the Development Organization would be relieved from parent organization control on the priority items in the Development Organization.

#### APPENDICES





Development Organization Review Requirements  
Specified in the Zoning Ordinance

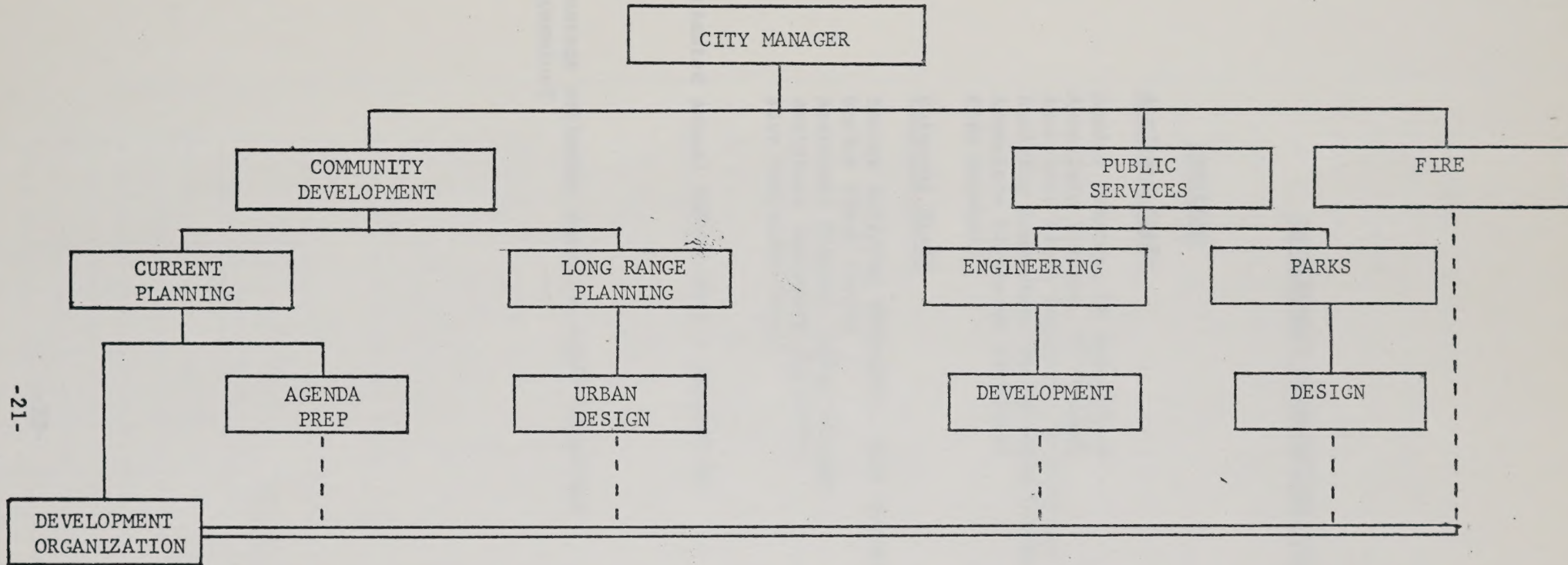
| Article | Zone  | District                                                              | Site Plan and Architectural<br>approval are required of |
|---------|-------|-----------------------------------------------------------------------|---------------------------------------------------------|
| 4.      | A     | Agricultural                                                          | All conditional uses                                    |
| 5.      | R-E   | Residential Estates                                                   | All conditional uses                                    |
| 6.      | R-1   | Single Family Residential                                             | All conditional uses                                    |
| 7.      | R-2   | One and Two Family Residence                                          | All conditional uses                                    |
| 8.      | R-G   | Garden Apartment Residence                                            | All conditional uses and<br>residential dwellings       |
| 9.      | C-O   | Administrative Office                                                 | All uses                                                |
| 9.1     | C-I   | Commercial-Industrial                                                 | All uses                                                |
| 10.     | C-N   | Neighborhood Commercial                                               | All uses                                                |
| 11.     | C-C   | Community Commercial                                                  | All uses                                                |
| 12.     | C-B-D | Central Business                                                      | All uses                                                |
| 13.     | C-T   | Thoroughfare Commercial                                               | All uses                                                |
| 13.1    | C-V-R | Commercial Visitor and Recreation                                     | All uses                                                |
| 14.     | C-G   | General Commercial                                                    | All uses                                                |
| 15.     | I-R   | Industrial Administration and<br>Research                             | All uses                                                |
| 15.5    | I-P   | Industrial Park                                                       | All uses                                                |
| 16.     | G-I   | General Industrial                                                    | All uses                                                |
| 17.     | A-F   | Agricultural Flood Plain                                              | All conditional uses                                    |
| 17.1    | O-S   | Open Space                                                            | *                                                       |
| 18.     | S     | Interim Study                                                         | All uses except agriculture                             |
| 18.1    | P     | Planned                                                               | *                                                       |
| 18.2    | H-1   | Hillside Combining                                                    | *                                                       |
| 18.3    | Q     | Quarry Combining                                                      | *                                                       |
| 18.4    | H     | Historical Overlay District and<br>Historical Architectural<br>Review | *                                                       |

\* Special conditions apply to these districts.





# DEVELOPMENT ORGANIZATION MATRIX ORGANIZATION CHART



ORGANIZATION LINE

PROJECT RESPONSIBILITY

FUNCTIONAL RESPONSIBILITY





EXHIBIT 3DEVELOPMENT ORGANIZATION STAFFING

| <u>Salary<br/>Rate</u> | <u>Position</u>                                       | <u>Time Devoted<br/>to DO Work*</u> |
|------------------------|-------------------------------------------------------|-------------------------------------|
|                        | <u>Assigned Staff</u>                                 |                                     |
| Mgt.                   | Senior Planner, DO Supervisor                         | **                                  |
| 79M                    | Associate Planner, DO Planner                         | 100%                                |
| 79M                    | Associate Civil Engineer, DO Engineer                 | 100%                                |
| 69M                    | Building Inspector, DO Building Inspector/Coordinator | 100%                                |
| 78M                    | Associate Landscape Architect                         | 25%                                 |
| Mgt.                   | Fire Marshall                                         | 15%                                 |
|                        | <u>Referral Staff</u>                                 |                                     |
| Mgt.                   | Senior Building Inspector, Plan Review                | 90%                                 |
| 51M                    | Senior Clerk Typist                                   | 2%                                  |
| 73M                    | Assistant Planner, Urban Design                       | **                                  |
| 72M                    | Assistant Landscape Architect                         | 20%                                 |
| Mgt.                   | Fire Battalion Chief                                  | **                                  |

Total Estimated Annual Salary Cost = \$84,500.00

\* Percentage estimates based on staff inquiries.

\*\* Undetermined











DO PLANNER'S CHECK LIST (Non-Residential Development)

Date submitted \_\_\_\_\_ DO \_\_\_\_\_ Prelim \_\_\_\_\_ Final \_\_\_\_\_ B \_\_\_\_\_

Project Name \_\_\_\_\_ Location \_\_\_\_\_

Map \_\_\_\_\_ Block \_\_\_\_\_ Parcel(s) \_\_\_\_\_ Parcel combo needed \_\_\_\_\_ MS needed \_\_\_\_\_

ZONES: Site \_\_\_\_\_ Left \_\_\_\_\_ Right \_\_\_\_\_ Rear \_\_\_\_\_ QUAKE PROXIMITY \_\_\_\_\_

EIR \_\_\_\_\_ USE: Permitted \_\_\_\_\_ Conditional \_\_\_\_\_ Accessory \_\_\_\_\_ Finding reqd \_\_\_\_\_

ATLAS: Page \_\_\_\_\_ Notations: UP(s) \_\_\_\_\_ PUD \_\_\_\_\_ MS \_\_\_\_\_ Var. \_\_\_\_\_

Other \_\_\_\_\_

ORD. & POLICY REQTS: Site area \_\_\_\_\_ ( ) Max Height \_\_\_\_\_ ( ) Front Yard \_\_\_\_\_ ( )

Interior Side Yard \_\_\_\_\_ ( ) Other Side Yard \_\_\_\_\_ ( ) Side Yard next street \_\_\_\_\_ ( )

Rear \_\_\_\_\_ ( ) Parking ratio applicable \_\_\_\_\_ Spaces needed \_\_\_\_\_ ( )

Parking walls reqd \_\_\_\_\_ ( ) Fences around swim pools \_\_\_\_\_ ( )

Design appropriateness \_\_\_\_\_ Route to U.D. \_\_\_\_\_ Color \_\_\_\_\_ Roof \_\_\_\_\_ ( )

Signs \_\_\_\_\_ Screening of mech. eqpt \_\_\_\_\_ Undergrounding of utils \_\_\_\_\_ Trash area \_\_\_\_\_

General Plan reflections (e.g. trails) \_\_\_\_\_

Conditions of \_\_\_\_\_:





## FACT SHEET NO. 1

DEVELOPMENT ORGANIZATION  
PLAN SUBMITTAL REQUIREMENTS

## I. PRELIMINARY REVIEW (\*prior to final review)

- a. Four (4) Site Plans — (appropriate size and scale) denoting location, dimension and configuration of proposed buildings and uses thereof, parking stalls, vehicular access ways, pedestrian ways, fencing, landscaped and/or recreational areas, spaces between buildings, street rights-of-way, existing street improvements, etc.
- b. Four (4) Floor Plans — Indicating all intended uses.
- c. Four (4) Scaled Elevation Drawings — showing each side and color of all proposed buildings.
- d. Four (4) Photographs — Showing adjacent properties (for free-standing or projecting signs only).

## II. FINAL REVIEW (for building permit)

- a. Six (6) Site Plans — (appropriate size and scale) denoting location and configuration (where appropriate) of proposed buildings and uses thereof, parking stalls, vehicular access ways, pedestrian ways, fencing, landscaped and/or recreational areas, street rights-of-way, and existing street improvements. Include items as annotated on preliminary site plan and other information required for preliminary review. (Three site plans may be attached to the construction plans.)
- b. Three (3) Plats of Survey of the Property — (when required, drawn to scale and including data as specified in the Fremont Building Code.)
- c. Three (3) Sets of Construction Plans and Specifications — Plans shall include floor plans, elevations, sections, details, etc.; and lateral and vertical force calculations; also electrical, plumbing and mechanical plans. The aforementioned plans shall reflect in detail applicable provisions of the Fremont Building Code and other relevant laws, ordinances, rules and regulations.
- d. Two (2) Grading and Drainage Plans — showing existing and finished grades and drainage facilities proposed to drain the site and any areas tributary to the site. This information may be shown on the site plan if desired.
- e. Four (4) Landscaped Plans — denoting size, spacing, and botanical designation of all completed landscape material (including street trees); design details for such landscape features as walls or fences, lighting and bollards; and a complete irrigation system.
- f. Two (2) Street Improvement Plans — Plans must be prepared by a qualified civil engineer licensed by the State of California. Need not accompany final submittal, but must be received and approved prior to permit issuance.
- g. Appropriate Street Improvement Documents — appropriate documents relating to street right-of-way dedication and street improvement guarantees (when required by City ordinances or use permit conditions) need not accompany the final submittal, but must be received prior to permit issuance.
- h. Fees — Application, building permit, plan checking fees and all other applicable fees shall be paid to the Building Official at the time of submitting plans and specifications for checking.

## III. REVIEW FEE

Development Organization Review Fee —

|                                                   |       |
|---------------------------------------------------|-------|
| Submittals with street improvement obligations    | \$650 |
| Submittals without street improvement obligations | \$400 |

\* Normally, a preliminary review shall be required for all submittals; but in certain circumstances, an exception to this requirement may be made. A final submittal without benefit of a preliminary review will generally require a longer processing time.





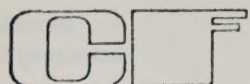


## DEVELOPMENT ORGANIZATION SITE PLAN STATUS LOG

| NO. | DESCRIPTION               | ADDRESS             | PRELIMINARY |       | FINAL |          | PEND.<br>ACTION<br>OTHERS | ST.<br>IMP.<br>REL. | PERMIT<br>ISSUED | REMARKS                    |
|-----|---------------------------|---------------------|-------------|-------|-------|----------|---------------------------|---------------------|------------------|----------------------------|
|     |                           |                     | IN          | OUT   | REC.  | APPR.    |                           |                     |                  |                            |
| 1   | MURCO INDUSTRIAL BUILDING | 45510 INDUSTRIAL PL | 7/31        | 11/13 |       |          |                           |                     |                  |                            |
| 2   | WEBB'S WELDING            | 44375 FREMONT BLVD  | PRE P.O.    |       | 11/4  | 11/21    |                           |                     | 11/21            |                            |
| 3   | HYATT HOUSE COFF.         | 5325 MOWRY AVE      | 9/25        | 11/14 | 11/25 | 12/10    |                           |                     |                  |                            |
| 4   | VILLAGE INN PIZZA         | 3555 PERALTA        | 9/11        | 11/20 | 12/11 | 12/17    |                           |                     |                  | COUNCIL ACTION REQ'D       |
| 5   | WONG-WONG OFFICE          | 3515 PERALTA        | 10/25       | 11/20 | 12/11 | 12/17    |                           |                     |                  | COUNCIL ACTION REQ'D       |
| 6   | TACO BELL                 | GRIMMER             | 10/9        | 11/25 | 1/28  | 1/30     |                           | 1/30                | 1/31             |                            |
| 7   | FREMONT TOWERS            | 41222 MALCOLMSON ST | 10/21       | 11/26 | 1/13  | 2/13     |                           | 2/13                | 2/13             |                            |
| 8   | ALEX CAR WASH             | 40900 GRIMMER       | 10/23       | 11/27 | 3/25  | 4/3      | ✓                         |                     |                  |                            |
| 9   | BROOKVALE SHOP CENT       | 3700 FREMONT BLVD   | 10/28       | 11/22 | 9/10  | 11/18/69 | ✓                         |                     |                  | PLANS HAD TO BE RETURNED.  |
| 10  | MURCO 12-APT              | 4132 CENTRAL        | 10/29       | 12/2  | 3/20  | 3/12     |                           |                     |                  |                            |
| 11  | GLENMOOR OFFICE           | 38227 LOGAN DR      | 10/31       | 11/18 | 10/31 | 11/18    |                           | 11/18               | 11/18            |                            |
| 12  | GLENMOOR APTS             | 39647 FREMONT BLVD  | 11/5        | 12/5  |       |          |                           |                     |                  |                            |
| 13  | McDONALDS                 | 4326 THORNTON AVE   | 9/29        | 11/20 | 1/31  | 2/24     |                           |                     |                  |                            |
| 14  | 7-UNIT APT                | 45538 BRYANT ST.    | 11/6        | 12/5  |       |          |                           |                     |                  | RETURNED TO OWNER - 2/4/70 |
| 15  | ALPINE TRAILER SALE       | 4480 WILLIAMS       | 11/6        | 11/21 | 11/6  | 11/21    |                           | N/A                 | 11/21            |                            |
| 16  | HANSEN OFFICE             | 1900 MOWRY          | 11/8        | 12/10 | 3/10  | 3/25     |                           | 3/25                | 3/25             | INCOMPLETE PLANS.          |
| 17  | CENTER THEATRE APP        | 37411 FREMONT BLVD  | PRE P.O.    |       | 11/12 | 12/9     |                           | N/A                 | 12/9             |                            |
| 18  | BART DIST BRIDGE          | NILES AREA          | 11/12       | 11/20 |       |          |                           |                     |                  |                            |
| 19  | TULLY DENTAL CL.          | 2357 MOWRY AVE      | PRE P.O.    |       | 11/13 | 12/6     |                           |                     |                  |                            |
| 20  | HYATT-COFFEE/LOUNGE       | 39222 FREMONT BLVD  | 11/18       | 12/17 |       |          |                           |                     |                  |                            |







City of Fremont

City Government Building • Fremont, California 94538

DEVELOPMENT ORGANIZATIONSTATUS OF SUBMITTALSWEEK OF December 23 - 27, 1974

| Date:                    | Mon.<br><u>23</u> | Tue.<br><u>24</u> | Wed.<br><u>25</u> | Thu.<br><u>26</u> | Fri.<br><u>27</u> | Total |
|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------|
| PLANS RECEIVED           | 1                 | 0                 | 0                 | 1                 | 0                 | 2     |
| PLANS PROCESSED          | 0                 | 1                 | 0                 | 1                 | 1                 | 3     |
| PLANS PENDING ACTION BY: |                   |                   |                   |                   |                   |       |
| DO Staff                 | 10                | 10                | 10                | 10                | 9                 | 9 *   |
| Applicant                | 7                 | 6                 | 6                 | 6                 | 6                 | 6     |

\*Plans remaining to be reviewed:

|                         |   |
|-------------------------|---|
| DO Planner              | 2 |
| DO Engineer             | 3 |
| DO Building Inspector   | 2 |
| Chief Building Official | 3 |
| Parks Superintendent    | 1 |
| Fire Chief              | 2 |

NORMAN F. FORREST  
Coordinator  
Development Organization

cc: City Manager

Community Development Director  
Chief Planner  
Public Services Manager  
Fire Chief  
Chief Building Official  
Parks Superintendent  
Engineering Division (2)  
DO Staff (5)  
Gen. Serv. & Fin. Div.  
Keith Jones, Argus  
Senior Planner, Current Planning





of Fremont  
ment Organization

## CURRENT SUBMITTALS AND STATUS

12/27/74

| Number<br>POSAL LOCATION                                                 | DATE      | PLANNING             |    | ENG                                                                          | BI                                                                       | CBO | PKS | FD | REMARKS- X= Completed<br>O=Applicant to Respon        |
|--------------------------------------------------------------------------|-----------|----------------------|----|------------------------------------------------------------------------------|--------------------------------------------------------------------------|-----|-----|----|-------------------------------------------------------|
|                                                                          |           | DO                   | UD |                                                                              |                                                                          |     |     |    |                                                       |
| 1-74060 4200 Irvington<br>STORIA GARDENS<br>115,000. 73/unit/elders      | 11/<br>5  | 0                    | X  | 0                                                                            | 0                                                                        | 0   | X   | X  | Need fee & re-<br>vised plans, a-<br>greements signed |
| 1-74063 37434 Fremont<br>ARCH OF ST. JAMES<br>54,000. 10,200 Sq.Ft.      | 11/<br>22 | X                    |    |                                                                              | X                                                                        | 0   | X   | 0  |                                                       |
| 1-74042 34050 P.P.P.<br>MONT ZIONIC CENTER<br>22,000. 9600 Sq.Ft.        | 11/<br>22 | X                    |    | 0                                                                            | X                                                                        | 0   | X   | 0  |                                                       |
| 2-74065 43347 Ellsworth<br>CKERT NATURAL FOODS<br>Model dwelling         | 11/<br>22 | X                    |    | 0                                                                            | 0                                                                        |     | X   | X  | Street improve-<br>ment required                      |
| 1-74052 3500 Mowry<br>VERNON PROPERTIES<br>1,000. 2400 Sq.Ft.            | 12/<br>9  | X                    |    | 0                                                                            | 0                                                                        | 0   | 0   | X  | Need Fees, st.<br>improvement &                       |
| 2-74067 3783 Washington<br>R-KEL PET GROOMING<br>10. Remodel             | 12/<br>12 | X                    |    |                                                                              | X                                                                        | X   | X   | X  |                                                       |
| 1-74069 44400 Grimmer<br>EMONT SECURITY U-STORE<br>6,000. 470,000 Sq.Ft. | 12/<br>19 | X                    | X  | X                                                                            |                                                                          | X   | X   | X  | Prelim.                                               |
| 1-74 3377 Alder Av.<br>S CERRITOS COMMUNITY CENTER                       | 12/<br>23 |                      |    | X                                                                            | X                                                                        |     | X   |    | City project                                          |
| 1-74058 48811 Warm Spg.<br>UNITED GROCERS<br>50,000. 65,000 Sq.Ft.       | 12/<br>26 |                      |    |                                                                              |                                                                          |     |     |    |                                                       |
|                                                                          |           |                      |    |                                                                              |                                                                          |     |     |    |                                                       |
|                                                                          |           |                      |    |                                                                              |                                                                          |     |     |    |                                                       |
|                                                                          |           |                      |    |                                                                              |                                                                          |     |     |    |                                                       |
| INACTIVE SUBMITTALS<br>PENDING ACTION BY APPLICANT                       |           |                      |    |                                                                              |                                                                          |     |     |    |                                                       |
| 1-74022 39437 Fremont<br>BSMOOR DEVELOPMENT CO.<br>525 units             | 7/<br>26  |                      |    | Architect revising plans and has requested<br>extension to UBC, Sec. 302 (b) |                                                                          |     |     |    |                                                       |
| 2-74026 38463 Fremont<br>OK REALTY<br>Remodel                            | 10/<br>8  | DO Review completed. |    |                                                                              | Owner to submit street<br>improvement documents.                         |     |     |    |                                                       |
| 0-74054 40937 Mission<br>ENVALE NURSERY<br>Temp.trlr.                    | 10/<br>25 | DO Review completed. |    |                                                                              | Owner to submit street<br>improvement plans & sign documents.            |     |     |    |                                                       |
| 0-74028 43225 Mission<br>EDY REALTY<br>Housemoving                       | 11/<br>27 | DO Review completed. |    |                                                                              | Architect to provide<br>legal description & documents.                   |     |     |    |                                                       |
| 02-72066 43033 Osgood<br>LLIS STORAGE YARD<br>structures                 | 12/<br>18 | DO Review completed. |    |                                                                              | Owner to submit street<br>improvement plans and right of way description |     |     |    |                                                       |
| 0-74046 41386 Fremont<br>IRST BAPTIST CHURCH<br>52,000. 6200 Sq.Ft.      | 12/<br>20 | DO Review completed. |    |                                                                              | Owner to sign street<br>improvement documents.                           |     |     |    |                                                       |





# CITY OF FREMONT DEVELOPMENT ORGANIZATION APPLICATION AND RECORD

|                                                                                                                              |      |                |          |                                  |         |                           |       |            |  |
|------------------------------------------------------------------------------------------------------------------------------|------|----------------|----------|----------------------------------|---------|---------------------------|-------|------------|--|
| PRELIMINARY                                                                                                                  |      | FINAL          |          | GRID                             |         |                           |       |            |  |
| PRE-FINAL                                                                                                                    |      | REVISED        | PRIORITY |                                  | RANK    |                           |       |            |  |
| FILE                                                                                                                         |      | PROJECT:       |          |                                  | ADDRESS |                           |       |            |  |
|                                                                                                                              |      | ROUTING STATUS |          |                                  |         |                           |       |            |  |
|                                                                                                                              |      | OUT            | STAFF    | IN                               |         |                           |       |            |  |
|                                                                                                                              |      | DO PLANNER     |          |                                  |         |                           |       |            |  |
|                                                                                                                              |      | DO ENGINEER    |          |                                  |         |                           |       |            |  |
|                                                                                                                              |      | DO BLDG. INSP. |          |                                  |         |                           |       |            |  |
|                                                                                                                              |      | C.B.O.         |          |                                  |         |                           |       |            |  |
|                                                                                                                              |      | PARKS SUPT.    |          |                                  |         |                           |       |            |  |
| PSP REVIEWED                                                                                                                 |      | ST. IMP. REL.  |          | B.P. ISSUED                      |         | FIRE CHIEF                |       |            |  |
| RES.                                                                                                                         | IND. | QUASI          |          |                                  |         |                           |       |            |  |
| COMM.                                                                                                                        | OFF. | PUBLIC         |          |                                  |         |                           |       |            |  |
| ZONING:                                                                                                                      |      | PRINCIPAL      |          | ACCESSORY                        |         | COUNTY ASSESSOR'S RECORDS |       |            |  |
|                                                                                                                              |      | CONDITIONAL    |          |                                  |         | BOOK                      | PAGE  | PRCL       |  |
| ACCOMPANYING MATERIAL                                                                                                        |      |                |          |                                  |         |                           |       |            |  |
| SITE PLAN                                                                                                                    |      |                |          | CONSTRUCTION DETAILS             |         |                           |       |            |  |
| FLOOR PLAN                                                                                                                   |      |                |          | MINIMUM SPECIFICATIONS           |         |                           |       |            |  |
| ELEVATION                                                                                                                    |      |                |          | LAT. & VERT. FORCE CAL'S         |         |                           |       |            |  |
| LANDSCAPE PLAN                                                                                                               |      |                |          | ELECT., HEAT. & PLUMB. MATERIALS |         |                           |       |            |  |
| SURVEY                                                                                                                       |      |                |          | SECTIONS                         |         |                           |       |            |  |
| GRADING PLAN                                                                                                                 |      |                |          | SCREENED TRASH AREA              |         |                           |       |            |  |
| GRANT OF EASEMENT/DEED                                                                                                       |      |                |          | MECHANICAL EQUIP. SCREENING      |         |                           |       |            |  |
| CONTRACT                                                                                                                     |      |                |          |                                  |         |                           |       |            |  |
| BONDS                                                                                                                        |      |                |          |                                  |         |                           |       |            |  |
| REMARKS:                                                                                                                     |      |                |          |                                  |         |                           |       |            |  |
|                                                                                                                              |      |                |          |                                  |         |                           |       |            |  |
| NET SITE AREA                                                                                                                |      | OPEN SPACE     |          | VEH. AREA                        |         | BLDG. COVERAGE            |       | GROSS F.A. |  |
| PRKNG. PROVIDED                                                                                                              |      | REQ'D PRKNG.   |          | STANDARD:                        |         |                           |       |            |  |
| OWNER                                                                                                                        |      |                |          | ADDRESS                          |         |                           | PHONE |            |  |
| AGENT                                                                                                                        |      |                |          | ADDRESS                          |         |                           | PHONE |            |  |
| SUBMITTED FOR: <input type="checkbox"/> PRELIMINARY <input type="checkbox"/> PRE-FINAL <input type="checkbox"/> FINAL REVIEW |      |                |          |                                  |         |                           |       |            |  |
| SUBMITTED BY: _____ SIGNATURE _____ DATE _____                                                                               |      |                |          |                                  |         |                           |       |            |  |

BUILDING INSPECTION

PARKS DIVISION

FIRE DEPARTMENT

DEVELOPMENT ORGANIZATION





## MEMORANDUM

TO: ☐ BUILDING INSPECTION DIVISION  
☐ PARKS DIVISION  
☐ FIRE DEPARTMENT  
☐ DEVELOPMENT ORGANIZATION

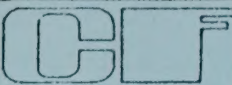
REMARKS:

REVIEWED AS: ☐ PRELIM. ☐ PRE-FINAL ☐ FINAL

BY \_\_\_\_\_ DATE \_\_\_\_\_  
SIGNATURE





|                                                                                                                         |                                                    |         |                                   |                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|---------|-----------------------------------|----------------------------------------------------------------------------------------------|
| <br><b>City of Fremont</b><br>CALIFORNIA | <b>DEPARTMENTAL<br/>OPERATING<br/>INSTRUCTIONS</b> |         | NUMBER<br>3.1                     | PAGE 1 OF 2                                                                                  |
|                                                                                                                         |                                                    |         | REVISION<br>N/A                   | SUPERSEDES<br>New                                                                            |
| DEPARTMENT<br>Community<br>Development                                                                                  | DIVISION<br>Current<br>Planning                    | SECTION | EFFECTIVE DATE<br>January 1, 1975 | APPROVED BY<br>Jacob Robbins<br>Community<br>Development<br>Director<br><i>Jacob Robbins</i> |
| SUBJECT<br>APPLICATION TRACKER                                                                                          |                                                    |         |                                   |                                                                                              |

### I. PURPOSE

These instructions provide procedures to be followed in completing the City of Fremont Community Development Department Application Tracker.

### II. POLICY

It is the policy of the department to know the exact status of any project at any point in time. The application tracker will assist in this effort. In addition, the City has had a number of questions as to how long it takes to process applications and why it takes the amount of time it does. This form will establish the precise amounts of time expended with respect to the City staff, the applicant, and other agencies in the application process.

### III. ORGANIZATIONS AFFECTED

Current Planning and the Development Organization.

### IV. PROCEDURES

#### A. Application Receipt

1. When an application is initiated, the person receiving it will begin recording the processing on the application tracking form CDD No. 100. All applicable information blocks will be completed: File Number, Date, Time, Action/Process/Movement/Comment, and Name. The elapsed time block should be left blank.
2. The person receiving the application will then write where it is being sent. In most cases, the application will be sent to a clerk typist in order for a folder to be made.

#### B. Folder Preparation

The clerk typist will make the tracking form a permanent part of the application, and insure that it is attached to the file folder.





D.O.I.

DEPARTMENT  
Community  
DevelopmentDIVISION  
Current  
Planning

SECTION

NUMBER

3.1

PAGE

OF  
continued

2

2

## C. Remainder of the Process

Each person handling the application will record when any processing takes place. What is important is that every activity be noted and the date and time recorded. Some examples are if additional material or information is needed from the applicant, it should be noted; major conferences should be noted; when material is sent to and received from other jurisdictions, it should be noted; when it goes to the Planning Commission and is approved or denied, it should be noted; when it goes to Council or is appealed to Council, the action should be noted; when it is sent to Engineering, it should be noted.

V. RESPONSIBILITY

## A. Community Development Department Management

1. The Chief Planner will see that this regulation is adhered to by all affected personnel.
2. The Senior Planner for Current Planning and the Development Organization Coordinator will be responsible for implementing and maintaining this system in their areas of responsibility.

## B. Management Analysis/Management Services Department

At the end of the calendar year, Management Analysis may review completed applications to determine elapsed times. Findings would be reported to the Community Development Director after such analysis.











EXHIBIT 10

DEVELOPMENT ORGANIZATION MONTHLY PROCESSING  
REVIEW OF SUBMITTALS RECEIVED AND APPROVED

| <u>Submittals</u> | 1970          |               | 1971          |               | 1972          |               | 1973          |               | 1974*         |               |
|-------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|                   | <u>Rec'd.</u> | <u>App'd.</u> | <u>Rec'd.</u> | <u>App'd.</u> | <u>Rec'd.</u> | <u>App'd.</u> | <u>Rec'd.</u> | <u>App'd.</u> | <u>Rec'd.</u> | <u>App'd.</u> |
| January           | 5             | 8             | 12            | 11            | 14            | 12            | 13            | 4             | 7             | 4             |
| February          | 13            | 7             | 13            | 6             | 13            | 7             | 11            | 10            | 14            | 1             |
| March             | 15            | 7             | 17            | 10            | 6             | 8             | 5             | 3             | 5             | 3             |
| April             | 13            | 7             | 14            | 25            | 11            | 4             | 7             | 2             | 6             | 8             |
| May               | 7             | 6             | 12            | 11            | 8             | 8             | 11            | 12            | 9             | 5             |
| June              | 16            | 14            | 13            | 15            | 12            | 7             | 4             | 6             | 3             | 6             |
| July              | 11            | 9             | 7             | 7             | 11            | 9             | 11            | 3             | 13            | 3             |
| August            | 9             | 8             | 10            | 10            | 8             | 10            | 8             | 4             | 7             | 2             |
| September         | 18            | 10            | 13            | 19            | 10            | 7             | 3             | 7             | 1             | 4             |
| October           | 18            | 13            | 11            | 4             | 6             | 6             | 7             | 5             | 5             | 2             |
| November          | 9             | 13            | 5             | 7             | 5             | 5             | 7             | 5             | 5             | 6             |
| December          | 8             | 7             | 7             | 11            | 10            | 7             | 5             | 5             | 5             | 4             |
| TOTAL             | 142           | 109           | 134           | 136           | 114           | 90            | 92            | 66            | 70            | 51            |

\*Data for 1974 was taken as of December 31, 1974.





Development Organization Core Staff Work Distribution  
by Percentage of Hours Spent per Activity

|                                                  | DOE  | DOC/<br>DOBI | DOP  | Combined<br>Average |
|--------------------------------------------------|------|--------------|------|---------------------|
| Administration                                   | 1    | 2            | 3    | 2                   |
| Conferences and staff inquiries                  | 8    | 9            | 7    | 8                   |
| Correspondence                                   | 6    | 5            | 1    | 4                   |
| D.O. case load                                   | 57   | 60           | 33   | 50                  |
| Field inspections                                | 2    | 4            | 10   | 5                   |
| Miscellaneous activities                         | 6    | 4            | 2    | 4                   |
| Public inquiries                                 | 4    | 10           | 28   | 14                  |
| Public meetings preparation and exhibits         | 6    | 0            | 6    | 4                   |
| Research                                         | 0    | 1            | 4    | 2                   |
| Unaccounted time                                 | 3    | 0            | 3    | 2                   |
| Unproductive time (breaks, sick leave, vacation) | 7    | 5            | 3    | 5                   |
|                                                  | 100% | 100%         | 100% | 100%                |
| Total hours in sample period                     | 80   | 80           | 80   | 240                 |





DEVELOPMENT ORGANIZATION STAFF RESOURCES\*

|                     | A              |                          | B              |                          | C              |                          |
|---------------------|----------------|--------------------------|----------------|--------------------------|----------------|--------------------------|
|                     | DO w/Streets   |                          | DO w/o Streets |                          | Minor DO       |                          |
|                     | Total<br>Hours | Average<br>Per<br>Review | Total<br>Hours | Average<br>Per<br>Review | Total<br>Hours | Average<br>Per<br>Review |
| Current Planners    | 65.00          | 3.82                     | 26.50          | 2.20                     | 4.50           | 1.50                     |
| Urban Design        | 13.00          | 0.76                     | 0              | 0                        | 0              | 0                        |
| Building Inspection | 136.00         | 8.00                     | 59.50          | 4.96                     | 16.50          | 5.50                     |
| Engineering         | 158.50         | 9.32                     | 1.50           | 1.25                     | 7.00           | 2.30                     |
| Fire                | 46.25          | 2.75                     | 23.75          | 1.98                     | 7.75           | 2.58                     |
| TOTAL               | 419.25         | 24.66                    | 124.75         | 10.39                    | 35.75          | 11.91                    |

\* This data is extrapolated for DO submittals initiated and completed during the first eleven months of 1974 only.

|                                                        |                                                    | <u>Number</u> | <u>Cost</u> |
|--------------------------------------------------------|----------------------------------------------------|---------------|-------------|
| DO submittals initiated January through November, 1974 |                                                    | 65            |             |
| DO reviews with street improvements                    |                                                    | 31            |             |
| A                                                      | Completed                                          | 17            |             |
|                                                        | Total salary costs                                 |               | \$ 3,378.80 |
|                                                        | Average per review                                 |               | \$ 198.75   |
|                                                        | City fee for DO review with street improvements    |               | \$ 650.00   |
|                                                        | DO reviews without street improvements             | 20            |             |
| B                                                      | Completed                                          | 12            |             |
|                                                        | Total salary costs                                 |               | \$ 986.86   |
|                                                        | Average per review                                 |               | \$ 82.24    |
|                                                        | City fee for DO review without street improvements |               | \$ 450.00   |
|                                                        | Minor DO reviews                                   | 7             |             |
| C                                                      | Completed                                          | 3             |             |
|                                                        | Total salary costs                                 |               | \$ 236.52   |
|                                                        | Average per review                                 |               | \$ 78.84    |
|                                                        | City fee for minor DO review                       |               | \$ 150.00   |
|                                                        | Other DO submittals, signs                         | 7             |             |





Staff Hours and Personnel Costs for All Development Organization Submittals Acted on  
during January through November 1974

|  | DO(0)<br>w/streets <sup>A</sup> | DO(1)<br>w/o 'streets <sup>B</sup> | DO(2)<br>minor <sup>C</sup> | DO(3)<br>signs | Combined |
|--|---------------------------------|------------------------------------|-----------------------------|----------------|----------|
|--|---------------------------------|------------------------------------|-----------------------------|----------------|----------|

Staff hour percentages:

|                     |            |             |            |          |             |
|---------------------|------------|-------------|------------|----------|-------------|
| Current Planners    | 12.7       | 16.9        | 12.2       | 2.5      | 13.9        |
| Urban Design        | 3.4        | 2.9         | 0          | 0        | 2.7         |
| Building Inspection | 25.1       | 34.7        | 52.7       | 97.5     | 37.2        |
| Engineering         | 53.0       | 14.7        | 32.1       | 0        | 29.2        |
| Fire                | <u>5.8</u> | <u>30.8</u> | <u>3.0</u> | <u>0</u> | <u>17.0</u> |
|                     | 100.0      | 100.0       | 100.0      | 100.0    | 100.0       |

|                       |     |     |     |     |       |
|-----------------------|-----|-----|-----|-----|-------|
| Total hours from MIS* | 790 | 961 | 130 | 163 | 2,044 |
|-----------------------|-----|-----|-----|-----|-------|

Personnel costs (approximate):

|                     |            |              |           |          |              |
|---------------------|------------|--------------|-----------|----------|--------------|
| Current Planners    | \$ 861     | \$1,298      | \$ 130    | \$ 30    | \$2,319      |
| Urban Design        | 230        | 223          | 0         | 0        | 453          |
| Building Inspection | 1,702      | 2,665        | 563       | 1,165    | 6,095        |
| Engineering         | 3,592      | 1,128        | 343       | 0        | 5,063        |
| Fire                | <u>393</u> | <u>2,365</u> | <u>33</u> | <u>0</u> | <u>2,791</u> |
| Total               | \$6,778    | \$7,679      | \$1,069   | \$1,195  | \$16,721     |

\*Figures from Management Information Service report for revenue study.

- A DO review with streets listed on the MIS totals 58 items.
- B DO review without streets listed on the MIS totals 116 items.
- C DO review minor listed on the MIS totals 22 items.





DEVELOPMENT ORGANIZATION SUBMITTAL REVIEW CHART  
(Weeks as of December 31, 1974)

|                                                                    | 70  | 71  | 72  | 73 | 74* |
|--------------------------------------------------------------------|-----|-----|-----|----|-----|
| Number of submittals received                                      | 142 | 134 | 114 | 92 | 70  |
| Submittals completed                                               | 105 | 121 | 95  | 63 | 37  |
| Submittals not completed                                           | 37  | 13  | 19  | 29 | 33  |
| Number of completed submittals initiated with preliminary review** | 92  | 79  | 55  | 24 | 12  |
| Gross processing weeks:                                            |     |     |     |    |     |
| Mean weeks                                                         | 17  | 19  | 15  | 16 | 12  |
| Median weeks                                                       | 14  | 11  | 10  | 13 | 12  |
| Range: minimum weeks                                               | 1   | 1   | 1   | 1  | 1   |
| maximum weeks                                                      | 86  | 81  | 61  | 40 | 34  |
| Number of completed submittals initiated with final review**       | 9   | 36  | 37  | 33 | 25  |
| Staff processing weeks:                                            |     |     |     |    |     |
| Mean weeks                                                         | 6   | 6   | 5   | 8  | 9   |
| Median weeks                                                       | 4   | 3   | 3   | 5  | 6   |
| Range: minimum weeks                                               | 1   | 1   | 1   | 1  | 1   |
| maximum weeks                                                      | 20  | 30  | 26  | 33 | 26  |
| Frequency distribution of elapsed weeks to complete D.O. review    |     |     |     |    |     |
| 2 weeks or less                                                    | 14  | 22  | 20  | 9  | 5   |
| 3 to 4 weeks                                                       | 14  | 23  | 16  | 8  | 10  |
| 5 to 8 weeks                                                       | 11  | 18  | 20  | 10 | 4   |
| 9 to 12 weeks                                                      | 6   | 13  | 10  | 11 | 5   |
| 13 to 16 weeks                                                     | 15  | 9   | 4   | 3  | 4   |
| 17 to 20 weeks                                                     | 9   | 7   | 6   | 7  | 3   |
| 21 to 24 weeks                                                     | 8   | 3   | 6   | 4  | 3   |
| 25 to 28 weeks                                                     | 11  | 2   | 2   | 2  | 2   |
| 29 to 32 weeks                                                     | 0   | 3   | 0   | 0  | 0   |
| 33 weeks or more                                                   | 13  | 15  | 8   | 3  | 1   |
|                                                                    | 101 | 115 | 92  | 57 | 37  |

\* An insufficient time has passed to fully consider 1974, because projects submitted during the latter months have not had an opportunity to mature.

\*\* The completed submittals (preliminary and final) do not equal the total number completed due to incomplete log records.





## HOME OCCUPATION ZONING CLEARANCE APPLICATION

Use Zone \_\_\_\_\_ Permit File No. \_\_\_\_\_ Date \_\_\_\_\_

Business Name: \_\_\_\_\_

Business Location: \_\_\_\_\_

Nature of Business: \_\_\_\_\_

Telephone &amp; Mailing Address Only

Applicant's Name: \_\_\_\_\_

\_\_\_\_\_ Approved By: \_\_\_\_\_ Date: \_\_\_\_\_

I have read, understand and will comply with Section 8-2141 of  
the Zoning Ordinance, City of Fremont Municipal Code, which  
pertains to Home Occupations.

Signed: \_\_\_\_\_

ALL SIGNS REQUIRE SEPARATE PERMITS

Form No. 1003 2-74

## ZONING CLEARANCE APPLICATION

Use Zone \_\_\_\_\_ Permit File No. \_\_\_\_\_ Date \_\_\_\_\_

Business Name: \_\_\_\_\_

Business Location: \_\_\_\_\_

Nature of Business: \_\_\_\_\_

Applicant's Name: \_\_\_\_\_

Applicant's Residence: \_\_\_\_\_

\_\_\_\_\_ Approved By: \_\_\_\_\_ Date \_\_\_\_\_

Remarks: \_\_\_\_\_

\_\_\_\_\_

ALL SIGNS REQUIRE SEPARATE PERMITS

Form No. 1005 2-72





## DEVELOPMENT ORGANIZATION PROCEDURES

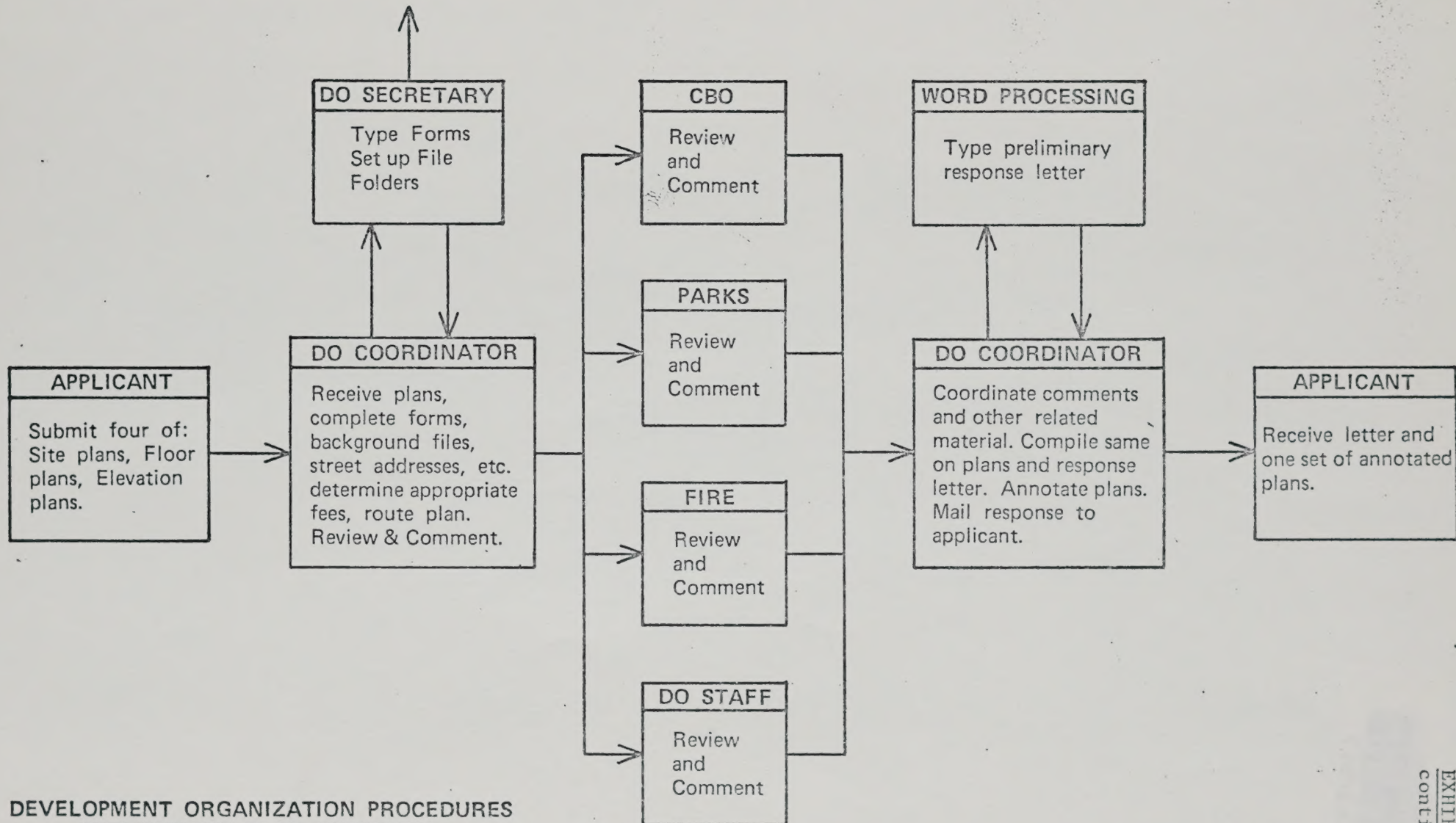
## PROCEDURE: Receipt and Routing of Preliminary Plans.

1. Check completeness of submittal against items listed on DO Fact Sheet No. 1.
2. Inform applicant of DO Review fees involved (see Master Fee Schedule).
3. Have applicant fill in appropriate portions of DO and Building Permit forms.
4. Confirm exact location of project, i.e., street address, tax assessor's book, block and parcel number.
  - a. If location is within historical overlay districts, refer to Article 18.4 of the Fremont Zoning Ordinance.
5. Obtain a building inspection address card (4 x 6 green card), and transfer all appropriate information to DO and Building Permit application forms.
  - a. If no card exists: obtain street address from DO Coordinator, Zoning or Graphic personnel. Request Building Inspection personnel to assign a new Building Permit number and stamp all appropriate material with this number. Obtain all information to complete forms; i.e., zoning, tax assessor's designation, type of building, and use of building.
6. Place "SPAAA" stamp and date on this green card.
7. Obtain Building Inspection file folder and replace with "out" card.
8. Acquire a sequential DO number from the DO secretary. Place this number on all submitted plans and documents as well as on those items under 12 below.
9. Make out general receipt form for the appropriate DO review fee using Account No. 1.626.
10. Hand-carry receipt form and check to the Finance Department for validation. Place receipt (gold copy) in a Building Inspection folder and indicate on the DO or Building Permit application forms that this fee is paid.
12. Indicate receipt of plan submittal in:
  - a. DO log book on DO secretary's desk and DO submittal book.
  - b. DO status sheet on DO Bulletin Board.
  - c. DO Status report log in DO Coordinator's desk.
13. Route folded or rolled plans to the following by using the appropriately marked copies of the DO application forms as routing slips:
  - a. Building Inspection
  - b. Parks Department
  - c. Fire Department
  - d. DO file
14. Complete appropriate pages of DO preliminary letter (title block, zoning, building fees, signs, etc.) and place in Building Inspection file folder (preliminary letters are in DO file cabinet).
15. Place Building Inspection file folder and one set of plans (number 13d above) and all related material on DO secretary's desk for her appropriate action (logging, set up folders notifying other government agencies, etc.).





mail notice to other  
government departments



DEVELOPMENT ORGANIZATION PROCEDURES  
PRELIMINARY PLAN SUBMITTAL





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